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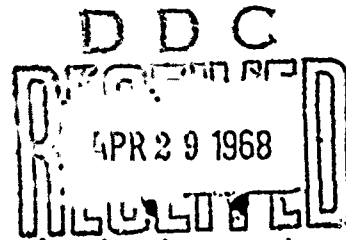
IN REPLY REFER TO  
AGAM-P (M) (5 Apr 68)

FOR OT RD 674183

9 April 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 20th  
Engineer Brigade, Period Ending 31 October 1967 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

1 Incl  
as

KENNETH G. WICKHAM  
Major General, USA  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 20TH ENGINEER BRIGADE  
APO San Francisco 96491

AVDI-DC

31 October 1967

SUBJECT: Operational Report - Lessons Learned (LCS-CENOR-65) for  
Quarterly Period Ending 31 October 1967.

THRU: Commanding General  
US Army Engineer Command, Vietnam (Prov)  
ATTN: AVCC-XEO  
APO 96491

Commanding General  
US Army, Vietnam  
ATTN: AVCC-DH  
APO 96307

Commander - In - Chief  
US Army, Pacific  
ATTN: GNOP-OT  
APO 96558

TO: Assistant Chief of Staff for Force Development  
Department of the Army  
(CEFOR-DA)  
Washington, D.C.  
20310

### SECTION I. SIGNIFICANT ORGANIZATION ACTIVITIES

#### 1. COMMAND:

a. MISSION: The basic mission and capabilities of the Brigade Headquarters are stated in YOE 5-301R dated March 585 as modified. Specific Brigade missions during the reporting period were divided into three phases: 1-Activation and preparation for overseas movement (IOM); 2-Deployment and movement to an operational base in Vietnam; 3-Combat support and construction operations.

b. Principal commanders and staff within the 20th Engineer Brigade at the close of this reporting period were:

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1 October 1967  
SUBJECT: Operational Report - Lessons Learned (HCS-3-30R-65) for  
Quarterly Period Ending 31 October 1967.

- (1) 20th Engineer Brigade  
Commanding General BG Curtis Chapman  
Deputy Commander COL W. J. Talbott  
Chief of Operations LTC H.D. Durtchott  
Adjutant MAJ C.D. Clark  
Supply Officer MAJ W. Frantz
- (2) 34th Engineer Group (Construction) COL J.M. Palmer  
CO, 27th Engineer Battalion (C) MAJ K.C. Kelley  
CO, 36th Engineer Battalion (Const) LTC T.C. Hunter, Jr.  
CO, 69th Engineer Battalion (Const) LTC R.A. Potts  
CO, 86th Engineer Battalion (C) LTC C.A. Solleck, Jr.  
CO, 95th Engineer Battalion (Const) LTC C.W. Guth
- (3) 79th Engineer Group (Construction) COL J.A. Jansen  
CO, 34th Engineer Battalion (Const) LTC J.C. Ogilvie  
CO, 160th Engineer Battalion (C) LTC J.R. Manning  
CO, 554th Engineer Battalion (Const) LTC H.W. Wilkinson  
CO, 588th Engineer Battalion (C) LTC F.G. Rockwell, Jr.
- (4) 159th Engineer Group (Construction) COL R.E. Groves  
CO, 46th Engineer Battalion (Const) LTC G.D. Gray, Jr.  
CO, 62nd Engineer Battalion (Const) LTC R.E. Crowley  
CO, 92nd Engineer Battalion (Const) LTC H.W. Lombard  
CO, 169th Engineer Battalion (Const) LTC W.R. Wray

ASSIGNMENTS: The following changes in the Brigade Headquarters assignment occurred:

- (1) Assigned to USARV on 3 Aug 67 by G.O. 4076 dated 9 Aug 67.
- (2) The 159th, 79th, and 34th Engineer Groups assigned to 20th Engineer Brigade on 5 Aug 67 by USADCV(P) G.O. 330 dated 4 Aug 67. (See Incl 3).

d. STATIONING: Headquarters, 20th Engineer Brigade was activated at Fort Bragg, North Carolina, on 1 May 1967 under TUSA General Order 104 dated 30 March 1967, departed Pope AFB 1 Aug 67 for deployment to Vietnam, arriving at Bien Hoa AFB 3 Aug 67. The Brigade Headquarters is presently stationed at Bien Hoa Army Base, approximately 30 km's NE of Saigon (YT 02 20 15 05).

### 2. PERSONNEL, ADMINISTRATION, MORAL AND DISCIPLINE:

#### a. Preparation for Overseas Movement:

- (1) Forty percent of the filler personnel were assigned by Department of the Army by use of OPOLINE and control number and the remainder of personnel fill was assigned from local units located at Fort Bragg, North Carolina.

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31 October 1967

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Quarterly Period Ending 31 October 1967.

(2) The initial personnel fill was lower grade personnel and the cadre for the first thirty days consisted of one captain, one lieutenant and one sergeant. Thirty days after activation, the field grade officers arrived. Progress was very difficult due to the lack of junior officers and NCO's. Many work parties had to be supervised by junior officers because NCO's had not been assigned. POM could have been more effective if adequate NCO supervision effort had been available.

(3) Initially the 12th Support Brigade was assisting in the requisitioning of personnel and equipment. Later the XVIII Airborne Corps Headquarters provided the Brigade with an MTOE developed by the 18th Engineer Brigade RVN with instructions to requisition personnel and equipment from it. This caused considerable delay and we were later informed by Third Army that COMARC would not accept the MTOE. This resulted in additional delays and confusion.

(4) Publications accounts were established for the 20th Brigade by Headquarters XVIII Airborne Corps and Fort Bragg AG Publications Section, and upon activation approximately 60 per cent of the publications required were on hand. Requisitions were then initiated and publications were received without difficulty.

(5) The 12th Support Brigade, Fort Bragg, North Carolina was assigned the responsibility of acting as Sponsoring Unit for this Brigade. Prior planning was not adequate for the initial support of the 20th Engineer Brigade resulting in barracks, office space, or temporary loan equipment not being made available. This condition existed for three weeks and necessitated the billeting of newly assigned personnel in transient billets and billeting those personnel assigned to the Brigade from Fort Bragg units with their former organizations. Such arrangements made effective training and administrative processing of newly assigned personnel during a critical period very difficult. This condition was further aggravated by the critical shortage of non-commissioned officers. Despite these problems, the Brigade was able to organize and to administratively POM qualify all personnel for overseas deployment.

b. The Commanding General received authority to approve the Bronze Star, Air Medal, Army Commendation Medal and Purple Heart by USARV 1st Ind, AVHGA-SM (19 Aug 67), Subject: Request for Award Authority, dated 31 August 1967. The following awards have been presented:

- (1) Bronze Star "V" Device - 18
- (2) Bronze Star - Achievement/Meritorious Service - 83
- (3) Air Medal - 13
- (4) Army Commendation Medal - 166
- (5) Purple Heart - 12

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31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967.

c. Unit Commanders and Chaplains are having difficulty in locating personnel who have entered the MED-EVAC stream. It is important that units be informed of the location and eventual destination of each patient. The frequent lack of information concerning the location of patients causes a morale problem for the patients since the forwarding of mail and personnel effects is often delayed. Considerable time and effort is expended by unit chaplains in locating patients when hospital personnel are unable to give their disposition or location.

### 3. INTELLIGENCE AND RECONNAISSANCE - SECURITY

#### a. Intelligence

(1) A representative of this HQ attends the daily intelligence briefing held at II Field Force Vietnam (II FFV). This briefing and the USARV Daily Intelligence Summary provide this Headquarters with information of enemy activity and current U.S. operations in the III Corps Tactical Zone.

(2) A system of spot reporting has been established whereby information concerning significant occurrences, such as combat engineer operations, enemy actions, personnel and/or equipment losses, and unit relocations are quickly reported to this Headquarters. Almost all spot reports (SPOTREP) are telephonic, and this information augments other intelligence data. All SPOTREPs are seen by the Chief of Operations (CHOOS) Deputy Bde Commander, and CG, in that order, immediately upon receipt. SPOTREPs are relayed to Plans and Operations, USAECV(P).

(3) Each morning the S-2 briefs the CG on the previous 24 hours' intelligence data and SPOTREPs, with particular emphasis on those areas in which 20th Brigade engineers are working. The Brigade Staff attends this briefing.

#### b. Security

(1) This Headquarters experienced difficulty in establishing a classified document courier run and assuring the responsibilities for security clearance validation because newly arriving brigade personnel from Fort Bragg did not have their security clearances validated prior to departing CONUS. USARV regulations are written to honor CONUS validations of clearances for newly arriving units. The brigade Headquarters was required to have clearances through SECRET validated by USAECV(P). Key personnel having TOP SECRET clearances were granted interim clearances pending validation by USAIRRS, Ft Holabird, Maryland, which took approximately 45 days from the time the request was submitted by electrical means.

(2) The TOE of an engineer brigade Headquarters does not provide for an intelligence officer, S-2, or intelligence personnel, to process security investigations, clearance validations, document control and storage, or security control within the brigade Headquarters.

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Quarterly Period Ending 31 October 1967.

The reconnaissance officer slot is being used to provide the brigade headquarters with an S-2. The Intelligence ECO is being provided by the Reconnaissance Sergeant slot. The Chief, Operational Support Section, must serve as the Security Control Officer and handle SECRET clearances for the brigade units. The Reconnaissance Officer is the custodian of classified documents.

#### 4. PLANS, OPERATIONS, AND TRAINING

##### a. Engineer & Plans (E&P Section)

(1) As organized at Ft Bragg, the operations Branch was composed of two sections, the S-3 section and the Engineering and Plans section (E&P). The latter section had eight officer personnel. The Engineering and Plans Section, although organized on 31 May 1967, did little work as a section prior to deployment on 1 Aug 67. Individuals worked on unrelated tasks such as training, publications, and preparing equipment for shipment. One design, Big Muddy Dam, was completed. The surveyors and draftsmen worked on various MOS training projects.

(2) Upon arrival in Vietnam, two events occurred each of which had a significant effect on the E&P section. First, the Operations Branch was reorganized into four sections, the Construction Operations Section, the Operational Support Section, the Engineering and Plans Section, and the Liaison Section. The effect of this change was to reduce the E&P Officer strength from eight to six. It also became the brigade commanders' policy that design work was to be performed at the lowest capable level, thus removing from brigade Headquarters the requirement to do extensive design work. As a result of this redefinition of mission, the section became involved in the areas of design review, program development planning, installation planning, and customer liaison. The section continued to do some design work as well as the review of designs prepared at group level.

(3) The E&P section became involved with restoration of the Land Lines of Communication within the Brigade Area. It was evident that there was no coordinated program with defined goals, nor any guidelines for the Engineer units to follow within the III CTZ.

(4) The E&P section, after coordinating with the 18th Engineer Brigade, published a comprehensive LOC program which established:

- a. priority of engineer effort
- b. standards for roads and bridges
- c. proper channels of coordination
- d. scheduling and reporting procedures.

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31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR) for  
Quarterly Period Ending 31 October 1967.

Priority of work effort was based upon the tactical situation and the potential economic benefits accruing from the restoration of the particular road. Guidance for priorities was furnished by MACV, II FFV, USMACV(P), CORDS, Engineer Group commanders; and GVN agencies including ARVN and the Minister of Public Works (MPW),

(5) One major problem in JOC restoration stemmed from the multitude of organizations independently planning and constructing roads and bridges. This was a potential source for duplication and wasted effort. To coordinate the activity of the various interested agencies a Corps Road and Bridge Committee has been formed in the III CTZ and the IV CTZ. The committee membership includes representatives of all agencies, GVN and U.S. involved in the planning or construction of roads and bridges within the CTZ. The committee serves as a coordinating body to keep all member organizations informed of the construction plan by any individual member. The section actively participated in the committee.

(6) The section also assumed the base development planning mission for Bien Hoa and promptly became involved in the relocation of the 173rd Airborne Brigade and the stationing of a new Division Base. The section performed base asset inventories at Cu Chi, Tay Ninh, Dau Tieng, as well as at Bien Hoa. Base planning assistance was provided at Quan Loi, Phuoc Vinh, and Dong Xoi.

(7) Ideally, base planning in Vietnam consists of re-consecrating a piece of virgin terrain, such as a rubber plantation or jungle, and turning it into a Brigade size base camp; in practice, this is now an infrequent case. More often base planning consists of planning the expansion of an existing base or the adjustment of an existing base to take a unit of comparable size but different composition. Little useful reference material exists beyond what has been developed in Vietnam. The reporting period has been marked by the development of a planning capability within the section schooled through trial and error and OJT.

(8) The section developed Brigade standard plans for fixed steel stringer highway bridges of 30, 40, 50, 60, and 80 foot lengths. This should allow stockage of materials with the theater before a particular structure is designed.

(9) While operating independently, the three groups, the 159th, 79th, and 34th; had developed their own standard drawings for many common facilities, such as barracks, mess halls, or showers. The E&P section obtained reproducible copies of these drawings, cataloged them, and issued listings to each group of the designs available in all groups in an effort to reduce repetitive design of the same facility and overlapping effort.

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31 October

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967

(10) In October, the Section started planning for Revolutionary Development support in Long An Province, a combined effort of II Field Forces Vietnam, Civil Operations Revolutionary Development Support (CORDS) and US Army Engineer Command USAECV(P). In a series of meetings and field trips, the scope of the effort was determined. In essence, the initial support will consist of construction or repair of 109 kilometers of road, construction of 5 schools, 5 water cisterns, 3 maternity dispensaries, 2 small bridges, a village office, site preparation for a maintenance center, and additions to the province Viet Cong Rehabilitation Center (Chieu Hoi).

(11) In general, this reporting period was the beginning of transfer of Brigade effort away from cantonment construction and toward LOC, Revolutionary Development Support and Operational Support. The brigade total effort ratio upon arrival had been Cantonment 79%, LOC 10%, Operational Support 12%. The ratio at the end of the period stood at Cantonment 65%, LOC 15%, Operational Support 20%.

### b. Operational Support

(1) The Operational Support Section was formed from personnel from S-3 Operations and Engineering and Plans Sections in order to establish an operational support section which could coordinate and direct on-line support to tactical operations and operational requirements of II Field Force, Vietnam.

(2) Operational support is defined as engineer support provided in active or projected areas of operation to assist maneuver elements, combat support elements, and immediate supporting units in the conduct of tactical operations. This support includes both combat engineering and construction. The term "immediate supporting units" generally relates to units manning or supplying forward support areas established for division, brigade or separate battalion. Operational Support is the first priority mission for engineer effort. Infrequently, the term "operational support" has been mistakenly applied to almost any requirement of Special Forces and Infantry Division troops, such as equipment support for Minimum Essential Requirements (MER), movement of contract materials, movement of supplies, maintaining LOC's beyond that required for movement of tactical vehicles, and constructing facilities beyond that normally required to accomplish the tactical mission. The term operational support is sometimes mis-used to establish a higher priority for a low-priority task.

(3) The section monitored and coordinated all operational support missions within the III and IV Corps Tactical Zones, which included Operations Paul Bunyon, Emporia, Akron III, Ainslie, Task Force Smith, Coronado II, and Enterprise, plus other small scale operations. In addition numerous airfields were upgraded and repaired during the period to provide support to Special Forces camps and other base camps.

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31 October 1967

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Quarterly Period Ending 31 October 1967.

(4) Land clearing operations, as in the past, continued to be an effective means of denying the enemy control of an area, denying him base camps, and depriving him of cover and concealment. The 27th and 86th Land Clearing Teams and Task Force Odor, a provisional team of 5 plows, cleared more than 27,800 acres of jungle during this quarter. It has been found to be more efficient to employ a combat company minus with the land clearing team attached, than to employ an arbitrary number of plows, as was the case with Task Force Odor. Land clearing should be accomplished by mission directive and not with an order to provide a certain number of plows to support a given unit. A mission-type directive permits the supporting unit to organize for the job. This principle applies to all equipment support to tactical units.

(5) When providing equipment support to II FFV or to groups within the Brigade, the mission directive should state how long the equipment is to be used and a date for return of the equipment. The scope of the support should also be included so that equipment is utilized only for the purpose intended. Vague directives result in equipment being kept beyond the time intended. Equipment is often diverted to other projects and the supporting unit has difficulty recovering its own equipment.

(6) When directing an operational support mission involving considerable planning and organization, the directive should include a request for a report of scope of work, task organization, overlays when appropriate (land clearing), security forces, start date, and EEC, with a realistic suspense date.

(7) All directives should be as specific as possible to inform subordinate units of scope of project, completion date, coordinating instructions, and other pertinent information, if available. The scope of the project should not be changed without approval from the higher headquarters. The customer should not change the scope of a project directly with the supporting company or platoon.

(8) Due to the necessity for rapid response and the urgency of many operational support missions, the Chief, Operational Support Section often must alert or direct a group headquarters telephonically. All telephonic alerts or directives must be immediately followed up in writing, usually by message. It has been our experience in Vietnam that the tactical requirements and tactical plans change so frequently that directives often have to be issued telephonically.

(9) Security requirements for engineer operations should be requested by this Headquarters to II FFV. Tactical units, although often agreeable to provide security at the request of a battalion, must give priority to those missions directed by their higher headquarters.

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31 October 1967

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Quarterly Period Ending 31 October 1967.

When an engineer move or operation is dependent upon informal security arrangements, delays may result and valuable time lost should the security element be diverted. Therefore formal requests, resulting in II FFV directive to tactical units to provide security, will prevent such an occurrence and are the normal rule.

(10) The brigade effort in operational support has increased from 12% in early August to present effort of more than 20%. The next quarter will probably be even more demanding in operational support missions.

### c. Construction Operations:

(1) A listing of current Brigade Projects is attached as inclosure 4. This inclosure does not reflect Operational Support Projects. Significant accomplishments of Brigade Units during this period were:

<u>ITEM</u>	<u>AMOUNTS (Thousands)</u>
Man-Hours Construction	3,727.3
Man-Hours-Operational Support	648.3
Equipment Hours	1,222.4
Concrete Placed (Cubic Yards)	33.7
Pillots (SF)	671.6
Buildings (Less Pillots) (SF)	1,020.0
Covered Storage (SF)	137.9
POL Bolted Tanks (3'L)	6.0
POL Pipeling (Lin Feet)	9.6
Stabilized Areas (Sq Yds)	2,382.4
Surfaced Areas (Sq Yds)	833.1
Fill Hauled (Cubic Yds)	2,304.5
Rock Crush'd (Tons)	163.9

(2) The mission of the construction operations section during POM was strictly that of training the unit prior to movement to Vietnam. Officers and NCO's were detailed to S-4 to expedite packing and shipping due to revised equipment dates.

(3) The incountry mission of the Construction Operations Section is to:

- (a) monitor all MCA and OM&A construction,
- (b) provide on-site inspectors to insure quality control,
- (c) prepare construction directives in coordination with E&P,
- (d) supervise all training within the Brigade.

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31 October 1967

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Quarterly Period Ending 31 October 1967.

(4) The end of the reporting period also was the termination of the monsoon season for the Brigade sector. Extreme rainfall, such as 9.3 inches for week of 7 Sep 67 at Dong Tam and 13.8 inches for week of 14 Sep 67 at Phuoc Vinh greatly hampered the construction effort; however, placing emphasis on drainage greatly reduced the amount of project slippage. It cannot be over emphasized that good drainage is the key to a successful construction program in Vietnam.

(5) The Brigade assumed control on 5 August 67 of five quarries producing a weekly total of 12,500 cu yds of crushed stone in its three groups. With the acquisition of 225 ton/hr crusher which became operational on 1 October and the assumption of control of RVN's Bien Hoa Quarry on 1 October, the Brigades weekly production has increased to 17,500 cu yds of crushed rock per week. The upward trend in production is envisioned to continue during succeeding months with a total weekly production goal of 30,000 cu yds by January 68. Crushed rock production could be doubled or tripled, with the same manpower, if more quarries were equipped with at least one 225 ton/hr crusher as a substitute for a 75 ton/hr crusher.

(6) With the deployment of the 173rd Airborne Brigade Rear to the forward CP the 20th Engineer Brigade assumed the responsibility for perimeter defense of Bien Hoa Army Base and the operation of a tactical operations center. II FFV attached "A" Co, 2nd Bn, 18th Inf, 1st Infantry Division to the 20th Brigade to assume perimeter guard during the transition period and to train the support troops at Bien Hoa on techniques of defense. On 24 October, units of Bien Hoa Army Base became OPCON to the 20th Engineer Brigade for purposes of perimeter defense and physically occupied positions on the base for an undetermined period of time.

### d. TRAINING:

(1) Training activities for the reporting period were divided into 2 elements: 1-POR qualification; 2-in-country on-the-job and mandatory subject training.

(2) The major training activity conducted at Ft Bragg was POR Qualification. The program of instruction was divided into three distinct phases.

(a) Phase I - POR qualify maximum per cent of unit.

(b) Phase II - Make-up POR training for newly assigned personnel or personnel absent during Phase I; all personnel who desired leave from 15-30 July were required to be POR qualified at conclusion of this period. (3-15 Jul 67).

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31 October 1967

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Quarterly Period Ending 31 October 1967.

(c) Phase III - Make-up POR training for newly assigned personnel or personnel absent during Phase I and who took leave 1-15 July 67, at the end of this phase, 100% of the unit were POR qualified. (15-30 July 67).

(d) XVIII Airborne Corps provided a helpful POM/POR checklist that became the guidance paper for the unit's training. It should be noted that all regulations had to be procured on an individual basis as the need arose to utilize them. It is recommended that the sponsoring unit provide all necessary regulations on a one time basis at date of activation.

(e) Although not included as mandatory POR training it was determined that all personnel assigned as truck drivers receive driver training classes terminating with a drivers test and a DD Form 348. This program was successful in that 90% of assigned drivers by TO&E slots became qualified as operators.

(f) Training highlight for POR qualifications was a walk-through of the Special Forces Vietnamese Village at Ft Bragg. The instructor was knowledgeable of the customs and habits of the North Vietnamese and provided excellent training, that, in retrospect, was a valuable learning device for what we were to encounter in Vietnam.

(3) Except for on-the job training inherently conducted in Brigade operation, training activities in Vietnam are chiefly limited to familiarization training for replacement personnel and mandatory topic classes. Each week for two hours, on split company basis, personnel receive mandatory subject training as prescribed by USARV Regulation 350-1. In addition, personnel are required to familiarize with their TO&E weapon every two months.

(4) The Brigade also established and monitored specialized training for all Groups in the following areas: welders training and testing, 10 ton tractor driver training, to include organizational maintenance, and 20 ton Euclid dump truck maintenance training.

### 5. LOGISTICS:

a. When the unit was activated on 1 May 1967, there were no supply personnel assigned. Three supply clerks (2 E-2, 1 E-3) were assigned during the period 1 May to 5 June 1967. The Brigade S-4 and S-4 Supply Sergeant reported on 30 May and 5 June respectively. Due to lack of experienced supply personnel, the property book and records had to be established after the fact. Initial requisition action was based upon a proposed MTO&E submitted by the 18th Engineer Brigade.

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31 October

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Quarterly Period Ending 31 October 1967

Additional items authorized by TA's, COMMAC letter, and other authorization documents were not requested. Immediate corrective action was taken, and all authorized items were requisitioned. A major problem encountered was the lack of current supply status of requisitioned items. The lack of supply publications hindered operations throughout the activation phase. The lack of policy and authorization file was also a problem area. Many supply actions were taken on verbal directives quoting policy letters which were not made available to this Headquarters. In addition, conflicting information was received from the host unit and past supply activities. As of 10 June 1967, the ERD and LRD were advanced from 16 August and 5 September to 30 June and 27 July respectively. On 21 June 1967, this Headquarters was advised that only equipment authorized by TO&E would be issued as USCONARC had returned the proposed MTO&E without action. All excess equipment as a result of this decision was laterally transferred. Close coordination was maintained with the CMRI team during the period of 15 June to 28 June and equipment was inspected and designated for packing as it was received. No significant problems were encountered in this period other than the problem of preparing TCMD's in advance of the ERD when the amount of equipment to be shipped changed on a daily basis. General cargo was consigned to the Fort Bragg Transportation office for rail movement to Norfolk, Virginia on 28 June 1967. On 3 July, Brigade vehicles were driven to Norfolk, Virginia for outloading. The Elizabeth Lykes departed Norfolk, for Vietnam on 10 July 1967. The Brigade S-4 and NGOIC departed Travis Air Force Base on 24 July 1967 as part of the Advance party. On 1 and 3 August, the Main Body, and the Red and Yellow TAT Cargo, were airlifted from Pope Air Force Base, NC to Bien Hoa Air Force Base, Republic of Vietnam. The main body and cargo arrived at Bien Hoa AFB on 3 and 5 August 1967 respectively. The Elizabeth Lykes arrived at Saigon RVN on 10 Aug 67.

b. The advance party arrived at Bien Hoa AFB, RVN on 26 July 1967. Adequate accommodations were provided by USARV(P). The facilities to be utilized by the Brigade were being vacated, in a time phased program, by Engineer Command elements. Adequate facilities were provided to accommodate the main body upon their arrival. Initially, operating space and availability of station property were problems. As Engineer Command elements moved to their new headquarters and as station property became available, these problems were resolved. TOE 5-30MR does not provide for a maintenance section within the S-4. The maintenance problems encountered required that a section be formed to provide assistance to subordinate elements and coordination with higher headquarters. To supplement the Repair Parts Officer and two repair parts specialists authorized, the Procurement Officer was redesignated as Maintenance Officer, the Equipment Maintenance Sergeant in the Operations Section was transferred to the S-4 Section, and an Engineer and Ordnance Maintenance Technician were assigned to the S-4 on an interim basis for 60 days.

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31 October 1967

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Quarterly Period Ending 31 October 1967.

The assignment of the Maintenance Technicians has been extended until further notice. In addition, a Technical Representative from USAFECOM and ATAC have been assigned to the Brigade. With this force, the brigade is giving prompt technical assistance to maintenance problems, expediting critically needed parts, and conducting liaison visits to assist in the management of the maintenance program. The supply functions can be categorized into four general areas as follows:

- (1) administration,
- (2) construction materials,
- (3) equipment requirements, and
- (4) coordination.

Experienced personnel are required to cope with the actions required at this level. The S-4 section monitored all actions of subordinate headquarters during the period 5 August to 1 September 1967. On 1 September, all supply actions above Group level were forwarded to or through Brigade Headquarters. The Food Service Program within the brigade is excellent and adequately monitored by assigned personnel.

6. COMPLETED PROJECT

a. During the reporting period the following units arrived in country and were assigned to the 20th Engineer Brigade: 591st Engineer Company (IE), 544th Engineer Company (CS), 36th Engineer Battalion (Coast), 113th Engineer Detachment (Concrete), and the 515th Engineer Detachment (Asphalt).

b. A detailed study and revision was conducted on all Engineer TD&S for each type unit.

7. INSPECTOR GENERAL:

a. Headquarters, 20th Engineer Brigade was notified by letter from USAECV(P) dated 8 Sep 67, Subject: Schedule of Annual General Inspections that the annual AGI would be conducted on 2-3 Jun 68.

8. INFORMATION:

a. Prior to overseas deployment, the Information Office issued a minimum number of hometown news releases (DA Form 1526) and press releases at Fort Bragg. The Information Office was not fully staffed until arrival in Vietnam. The only available facility for processing photographic work at Fort Bragg was the Special Services Craft Shop.

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AVBI-BC

31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967.

This unit had no photographic equipment and work done was limited, using personal cameras and other photographic equipment. An Information Officer is not authorized by TOE and this affects the Information Program. Such authorization was requested by MTOE action.

b. The 20th Engineer Brigade Information Section arrived in country with none of the TOE authorized photographic equipment. Photographic supplies have been requisitioned and delivery is expected in two months. The information office is constructing a photographic processing laboratory to service the Brigade Operations and the Information Office. This laboratory is approximately 80% completed.

c. During this quarter, the information office processed over 1500 home town news releases (DA Form 1526) and other news releases. The home town news releases primarily concerned individual personnel actions, while the news releases were feature stories concerning the varied Engineer efforts in Vietnam. The rejection rate, because of errors, has been reduced from 40% to less than 5%.

d. During the last half of this quarter, the United States Army Engineer Command Vietnam (Prov) Information Officer and the 20th Engineer Brigade Information Officer initiated an Engineer Daily News Summary, which highlights the significant engineer events of the day. This Daily News Summary is a part of the USARV News Summary given to representatives of all news media in Vietnam. Limited response to this program has been noted because of the following:

(1) The majority of personnel are not information trained and are therefore unable to recognize events significant enough to qualify as daily news releases.

(2) Most engineer work consists of long term projects that change very little on a daily bases.

e. Further effort is being devoted to this program and an improvement is expected in the next quarter.

### 9. CIVIC ACTION:

a. Increased effort is required to bring the Civic Action Program up to expected operating levels established by the Brigade. Closer coordination, particularly with local Province Chiefs, is necessary to insure that all villages assisted are loyal to the South Vietnamese Government. Emphasis must also be given to the matter of assisting all people regardless of religious sects. It appears that in some cases, a disproportionate amount of the civic action effort has been placed in favor of assisting Christians.

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Quarterly Period Ending 31 October 1967.

b. In October, II Field Forces Vietnam organized a community relations council. This council is composed of representatives of all the Bien Hoa Long Binh Area Units. In conjunction with this, the responsibility for Community Relations was given to each commander in the III and IV CTZ. Each commander is responsible for community relations in his tactical area of responsibility. It is expected that this council will help increase the effectiveness of the Civic Action Program.

### 10. HEADQUARTERS COMPANY, 20TH ENGINEER BRIGADE:

a. During the activation period, Headquarters Company was primarily concerned with the establishment of unit property records, PLL requisitions, unit training, and company administration.

b. Upon arrival in-country, Headquarters Company has pursued an aggressive self-help program with construction of three 60 man bunkers, sandbagging of 12 billets, and mess hall interior improvements.

### 11. AVIATION:

a. The Aviation Staff Office consisting of one officer and two enlisted men and the Aviation Section consisting of eight officers and eighteen enlisted men were reassigned from Headquarters, United States Army Engineer Command Vietnam (Prov) to Headquarters 20th Engineer Brigade effective 12 August 1967. The officers and men of the Aviation Section were further assigned to Headquarters, 159th Engineer Group (Const). Aircraft transferred with the Aviation Section were four UH-1D and two OH-23G helicopters and one U-6A fixed-wing aircraft.

b. The Brigade Headquarters could not function effectively in Vietnam without this Aviation Section; however it is much too small to satisfy the Brigade requirement, which is approximately one Aviation Company. Separate action is being taken to augment the limited capability of the Aviation Section.

### 12. POST FUNCTION

a. Upon arrival in Vietnam, the Headquarters assumed two post responsibilities applicable to the Bien Hoa Army Cantonment. They were :

(1) Installation Coordination and

(2) Base Development Planning.

b. "Installation Coordination" is a euphemism for Post Command. Under this function, the Headquarters picked up such diverse areas as billeting, trash collection, post security, CPF, CPO, post provost marshal, and various other purely post functions.

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31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967.

Initially three individuals were assigned to the Headquarters staff as augmentation to perform these tasks; later this allowance was raised to eleven. During September, the Headquarters submitted a proposed TDA as a formal statement of our requirement for a staff to perform the functions.

c. Base Development Planning is a related function to Installation coordination. This Headquarters assigned two personnel, almost full time to this function, a force level necessitated by the rapid changes in base strength. During the reporting period there was approximately 60% turnover in units at Bien Hoa.

### SECTION II - PART I LESSONS LEARNED

#### 1. ADMINISTRATION

##### ITEM: Publications

DISCUSSION: With the arrival of the Brigade Headquarters in-country, all areas of operation were hampered because of the non-availability of MACV and USARV publications.

OBSERVATIONS: The established command procedures for requesting MACV and USARV publications were not responsive enough to satisfy the urgent need for publications of a unit newly arriving in-country. In some cases, individual officers and non-commissioned officers were charged with the responsibility of procuring publications needed pertaining to their area of interest. Headquarters, USAFECV(P) did provide a limited selection of publications. Units scheduled for deployment to Vietnam should receive a complete reference set of MACV and USARV publications prior to deployment or immediately upon arrival in-country. This will offer the obvious advantage of permitting the unit to become familiar with the internal command procedures of the United States Army Vietnam and the unit will be in a better position to function efficiently and without delay.

#### 2. OPERATIONS

##### ITEM: Purchase

DISCUSSION: Activating a unit, particularly a headquarters, is an inexact and confusing operation. Frequently minor shortages (for instance, the post self service store being out of staples or carbon paper) can cause an inconvenience out of proportion to the value of the item involved. In the case of the Brigade, the supply of technical books available through supply channels was inadequate.

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31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967.

Due to an advancing state of the art, several topics were not adequately covered by TM's etc. (i.e. timber cables, port facility design, structural steel data).

OBSERVATION: In those cases the only reasonable thing to do is provide the commander with access to petty cash so that he may buy items (generally below \$25 ea) commercially. An investment of \$1,000 in this manner would be well worth while.

### 3. TRAINING

ITEM: Mandatory POR Training

DISCUSSION: During POR qualification prior to deployment to Vietnam, all officers and EM were required to receive a 16-hour block of instruction on the Republic of Vietnam. The instruction received was substandard due to lack of knowledgeable, trained instructors. The RVN block was to be the focal point of POR training to qualify the unit for deployment; however, it was of little value. Too much of the instruction given was of the "people tell me", or "my buddy said" variety.

OBSERVATION: The RVN instruction should be given by qualified instructors who have previously served a tour in Vietnam, thus enabling instructors to pass personal experiences that would prove invaluable to personnel unfamiliar with the country.

### 4. INTELLIGENCE

ITEM: Authority for S-2 Officer and Intelligence Sergeant.

DISCUSSION: The TOE 5-301R does not provide for an Intelligence Officer, or Intelligence Personnel to process clearance validations, security investigations, or to maintain document control and storage within the Brigade Headquarters. Presently, the S-2 Officer and the Intelligence NCO slots are filled by the Recon Officer and NCO.

OBSERVATION: The Intelligence and Security Programs for the Engineer Brigade would become more effective if the TOE were modified to include an S-2 Officer and an Intelligence Sergeant.

### 5. LOGISTICS

ITEM: Supply Personnel

DISCUSSION: Numerous problems and unnecessary effort could have been averted if experienced supply personnel had been assigned to the unit upon activation. Lack of authorized, skilled NCO's to fill supply positions hampered requisitioning, recording and shipment of authorized equipment.

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AVBL-DC

31 October 1967.

SUBJECT: Operational Report - Lessons Learned (RCS-CSF08-65) for  
Quarterly Period Ending 31 October 1967.

OBSERVATION: Trained supply personnel should be among the first to be assigned to a newly activated unit to establish all required records and initiate supply actions.

### ITEM: D-1 Organization Supply Requests

DISCUSSION: The large number of D-1 organizations being activated at Fort Bragg, with the resulting influx of priority O2 supply requests caused a large backlog to develop. In some instances, approximately two weeks were necessary for an O2 priority request to be processed and forwarded from supply support and often in excess of three weeks to obtain status of a submitted request.

OBSERVATION: That adequate staffs and facilities be provided to support activating organizations or the activation of D-1 organizations be dispersed throughout COMUS as much as possible to facilitate issue of equipment and prevent overtaxing installation supply facilities.

### ITEM: Repair Parts

DISCUSSION: Many Units are not posting the Record of Demand Card DA Form 2527 when parts are requisitioned, expeditied, or procured through other means.

OBSERVATION: The Record of Demand Card must be posted no matter how the part is obtained and all stockage levels should be adjusted accordingly.

### ITEM: Red Ball Requisitions

DISCUSSION: Many Units are abusing the Red Ball System by not following the procedures as prescribed by 1st Log Command Reg. 700-13.

OBSERVATION: Command emphasis at all levels should be used to insure the proper use of the Red Ball System.

## 6. OTHER - MEDICAL

### ITEM: The Command Health Report

DISCUSSION: This report is prepared by the surgeon monthly and represents a formal report on the health of the command. The statistical data reported does not reflect the true picture of the health of the command. The following reasons serve this fact:

(1) The average strength does not represent that of the command but only that which is supported medically by the assigned surgeon (s).

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AVBI-TC 31 October 1967  
SUBJECT: Operational Report - Lessons Learned (RCS-CSFOR-65) for  
Quarterly Period Ending 31 October 1967.

(2) The number of sick days which is used in the report reflects only those days lost to quarters. Hospital sick days are reported by the hospital where the patient is cared for but not by the battalion that has lost his services. Therefore, daily non-effectiveness can appear very good on the report but in actuality be much worse because days lost in the hospital are not considered.

(3) The report requires a breakdown of hospital admissions for disease, injury, etc, but does not require the same for quarters cases.

(4) The reportable disease rates are based on both quarters and hospital cases.

(5) Thus in one small segment of the report there are three different areas of interest, when in fact all three of these areas should reflect the true way that disease, injury and hostile action has affected the battalion.

OBSERVATION: The report should be revised so that it will reflect the health of the command as it was originally intended.

ITEM: The Brigade Surgeon

DISCUSSION: Selection of Brigade Surgeon is not something to be considered lightly. Certain prerequisites should be considered before filling the position:

(1) Knowledge of the military and an understanding of the way it performs (i.e., requires previous military experience).

(2) Experience in Vietnam is also quite valuable. Experience with medical conditions prevalent in the area of operation can be most beneficial to the subordinate surgeons.

(3) A workable knowledge of Army and USARV regulations; must either know the answers or where to find them.

(4) There must be an element of interest in medical statistical data because that will constitute a major part of his effort. Along the same line he must possess a thorough knowledge of medical reports and be interested enough to insure their completeness.

OBSERVATION: Brigade and larger size elements would definitely benefit if their selection were based on the above criteria, rather than the first available 3100 that comes along, as has been the case in the past.

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AVBL-EO

31 October 1967

SUBJECT: Operational Report -- Lessons Learned (ROS-CAP-65) for  
Quarterly Period Ending 31 October 1967.

### ITEM: The Battalion Aid Station

DISCUSSION: The battalion aid station was originally designed to care for the medical needs of a battalion in the field. This was the Army's way of bringing the medicine to the man. This was well and good in days when battalions were isolated from one another rather than grouped together as they are today. This was the only source of medical care available for miles around. In the present conflict, the situation has changed, especially as it applies to support elements. The usual case is to find three or four battalion size elements in one area, each unit providing for the basic needs of the battalion in a limited fashion. If there are four different support battalions in the same area, there will be:

- (1) Four different battalion surgeons.
- (2) Four different aid stations, some of which will be elaborate enough that they could be termed dispensaries; others quite inadequate.
- (3) There will be four different station pharmacies each having an excess of some drugs and inadequate supplies of other needed medications.
- (4) Each month there will be four different supply requisitions with each unit trying to get enough drugs on hand for fear that they will run short or will get due out on the next request.
- (5) There will be no laboratory or x-ray facilities in any of the units because they are basically too small to justify the need. Those individuals requiring lab studies will have to be transported to larger medical installations to have the studies performed.
- (6) There is a limitation to the procedures that can be performed because the availability of steril supplies is certainly limited.
- (7) The environment cannot be controlled, therefore the air is filled with dust and debris, and the likelihood of a sterile field for repair of a simple laceration is almost nil.
- (8) There is a deficiency of medical reference material with the exception of what the surgeon may have brought with him from the States.
- (9) There is almost no interprofessional contact because surgeons are one of a kind in a battalion. It's always nice to be able to get a second opinion on how to manage certain problems, without having to send the patient to the hospital for a formal consultation.

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AVNII-DC

31 October 1967

SUBJECT: Operational Report - Non-Insightful (NFI-REPORT-5) for  
Quarterly Period Ending 31 October 1967.

OBSERVATION: Where two or more battalion-size elements are stationed on a semi-permanent basis in the same area, medical support should be established at a centralized location. The advantages of bringing the men to the medicine far outweigh the disadvantages inherent in bringing the medicine to the men. The quality of medical care would certainly improve and the fighting strength would be better preserved.

### SECTION II, PART II, DISCUSSION

#### 1. MESSAGE

None

#### 2. COMMENTS

None

#### 3. TRAINING AND ORGANIZATION

a. During the reporting period an IECB study was conducted to update TOE 5-301, dated March 1955. This TOE was found to be unsuitable for the needs of an Engineer Brigade located in the Republic of Vietnam in that it is based on a theater mission in a theater communications zone. Such a theater communications zone does not exist in RVN. There are essential continuing requirements within the Brigade Headquarters for communications equipment, aircraft support, maintenance supervision, and intelligence data, but due to the limitations placed by the TOE these requirements cannot be met satisfactorily. It is recommended that the proposed IECB submitted to USA XV(2) on 10 Oct 67 as a portion of the Brigade wide IECB study be expeditiously approved.

b. The current shortage of aircraft has serious effects on the operations of the units in this Brigade. Aircraft are needed for commanders to supervise the construction projects which are dispersed throughout the Groups' AOR. Command and control of combat support operations require frequent visits by Commanders, which are virtually impossible without aircraft. Travel by road subjects commanders and key personnel to road hazards and ambush. Serious delays in arrival of critical materials, repair parts, and tools during combat operations, for lack of aircraft, seriously limits the capability of the supporting engineer element. It is therefore recommended that Engineer Brigades located in RVN be supported by an Aviation Company assigned directly to the Brigades.

c. The effectiveness of key personnel within the Brigade Headquarters has been seriously hampered due to the assumption of an additional mission as Bien Hoa Army Base Installation Coordinator, which in actuality is the Post Headquarters Commandant.



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AVBI-DC

31 October 1967

SUBJECT: Operational Report - Lessons Learned (RCS-USFOR-65) for  
Quarterly Period Ending 31 October 1967.

Based on the current situation in Vietnam, it is evident that at Brigade level the additional function of Post Commandant is inevitable due to the many contingents being dispersed throughout the country. It is therefore recommended that one of two courses of action be taken which would ease the burden of utilizing key personnel solely on this additional function: 1. approve an augmentation paragraph to TOCS 5-3011 allowing for the assignment of additional personnel to the Brigade Headquarters when assuming the mission of Post Commandant, or 2. approve a Table of Distribution and Allowances for a Post Headquarters.

4. INTELLIGENCE

None

5. LOGISTICS

None

6. OTHER

None

*William J. Rainott*  
WILLIAM J. RAINOTT  
COL CB  
Acting Commander

5 Inclosures

- 1-Brigade Organizational Chart
- 2-Unit Locations
- 3-Brigade Sectors of Responsibility
- 4-Current Projects
- 5-Internal Brigade Organization

DISTRIBUTION:

- 3-(1-thru Channels)-ACSFOR DA  
(2-W/1st Ind)-ACSFOR DA (Airmail)
- 2-CINCPACUSARPAC, ATTN: CXOT-OT (Airmail)
- 3-CG, USARPV, ATTN: AVGC-DH (Courier)
- 2-CG, USAECV(P), ATTN: AVCC-P&O (Courier)

25

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AVCC-P&O (31 Oct 67) 1st Ind  
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65) for  
Quarterly Period Ending 31 October 1967

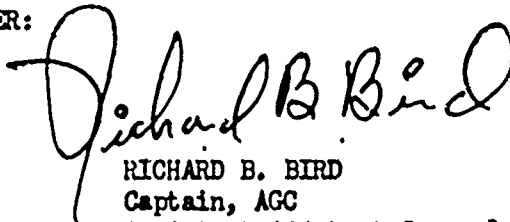
HEADQUARTERS, UNITED STATES ARMY ENGINEER COMMAND  
VIETNAM (PROV), APO 96491 21 DEC 1967

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DH,  
APO 96375

1. The subject report, submitted by the 20th Engineer Brigade, has been reviewed by this headquarters and is considered adequate.

2. Reference Section I, paragraph 4a(3), page 5, item concerning E&P Section. Nonconcur in part; a definite program incorporating MACV guidance defined in MACV Dir. 415-6 was in existence in each group prior to the 20th Engineer Brigade becoming operational; however, the emphasis at the time was on depot, airfield, and base construction.

FOR THE COMMANDER:

  
RICHARD B. BIRD  
Captain, AGC  
Assistant Adjutant General

Cy Furn:  
CG, 20th Engr Bde

"THIS PROTECTIVE MARKING  
IS CANCELLED ON 1 JAN 70"

26

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AVHGC-DST (31 Oct 67) 2d Ind  
SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) for Quarterly  
Period Ending 31 October 1967.

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 11 JAN 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1967 from Headquarters, 20th Engineer Brigade (AZ2A) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning MACV and USARV publications, page 16, paragraph 1: Concur. Current procedures do provide for forwarding Publications Packets, consisting of pertinent MACV and USARV publications, to battalion size or larger units in CONUS who are alerted for deployment to RVN.

b. Reference item concerning purchase, page 16, paragraph 2. Nonconcur. USARV Regulation 37-6 provides for the establishment of an Imprest fund, which is specifically designed to satisfy the mentioned shortfall. The maximum amount of the fund is determined by CG, 1st Logistical Command, based on justification of the requesting organization. In those cases where transactions exceed Imprest fund authority, procurement action may be effected for local purchases under the provisions of USARV Regulation 715-1.

c. Reference item concerning command health report; page 18, paragraph 16: Nonconcur. The following is submitted:

(1) There are recognized limitations in the accuracy of medical statistics compiled by a local unit surgeon as observed in the discussion. However, these statistics do provide the surgeon and the unit commander some measure of the health of the command and a general indication of health trends. It would be unwieldly and impracticable to provide the unit surgeon with medical statistics for personnel from his unit receiving medical care from another medical facility, although the surgeon may secure this information on his own if it is feasible for him to do so. It would also be too burdensome to require hospitals to report days lost to the many units to which they provide hospital care. This information is available on the Clinical Record Cover Sheet which is eventually filed in the individual's health record, but normally this is not available for the current month's statistics.

PROTECTIVE MARKING WILL BE  
CANCELLED 29 JANUARY 1969.

24

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SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) for Quarterly  
Period Ending 31 October 1967.

(2) It is desirable for both quarters and hospital admissions to be included in the computation of rates in Inclosure 1 to the Command Health Report. As stated in paragraph 4g(1), USARV Regulation 40-24, rates are based on information, cases and strength shown in the Morbidity Report. Both hospitals and quarters cases are reported on this report. However, the term "Hospital Admissions" used in Appendix II, USARV Regulation 40-24, will be changed to "Admissions, Hospital, and Quarters" in the next revision of the regulation to prevent confusion.

d. Reference item concerning brigade surgeon, page 19, paragraph 6: Concur. The Engineer Brigade Surgeon is authorized in the grade of Major, MOS 3100 (3000). Currently, there are five such medical corps officers in this command. Four are assigned as brigade surgeons and one as a medical battalion commander. USARV is currently authorized 224 Majors, Medical Corps, with only 54 assigned. The vast majority of these have specialty training required by USARV in clinical assignment. The 20th Engineer Brigade has the capability of selecting a brigade surgeon from the 10 to 13 battalion surgeons normally assigned to the brigade. Due to experience gained in this position, these personnel represent the best possible source of brigade surgeons, considering the severe shortage of Medical Corps Majors eligible for this position. No immediate improvement of grade distribution is anticipated.

e. Reference item concerning TOE 5-301R, page 21, paragraph 3a. MTOE submitted by USAECV(P) is under consideration by DA.

f. Reference item concerning aviation support, page 21, paragraph 3b: Nonconcur with assignment of an aviation company to each Engineer Brigade. It is recognized that Engineer Brigade Commanders and staffs have a definite need for aviation support in accomplishing command and control of widely dispersed units. Due to DA policy on assignment of aircraft to combat support and combat service support units, aircraft are not available for assignment to Engineer Brigades at this time. Aviation support to USARV units without organic aircraft is provided by the 210th Combat Aviation Battalion; I and II FFORCEV; Commander, III MAF; or SA IV CTZ based upon the unit's geographical location. This support can be obtained on a mission basis by submission of an adequately justified request to the appropriate headquarters.

g. Reference item concerning Bien Hoa Army Base Installation Coordinator, page 21, paragraph 3c. The requirement for an augmented TOE or TD for the 20th Engineer Brigade no longer exists. Unclassified message AVFBA 120318, dated 14 December 1967, directed the Commanding General, 101st Airborne Division, to assume the duties of installation coordinator, effective 15 December 1967.

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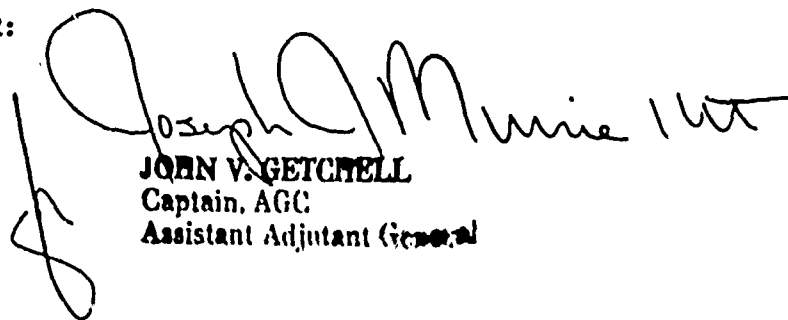
AVHGC-DST (31 Oct 67)

2d Ind

SUBJECT: Operational Report-Lessons Learned (RCS-CSFOR-65) for Quarterly  
Period Ending 31 October 1967.

3. A copy of this indorsement will be furnished to the reporting unit  
through channels.

FOR THE COMMANDER:

  
JOHN V. GETCHELL  
Captain, AGC  
Assistant Adjutant General

Copy Furnished:

HQ, 20th Engr Bde  
HQ, US Army Engr Comd

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29

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GPOP-DT (5 Feb 68) 3d Ind  
SUBJECT: Operational Report of HQ, 20th Eng Bde (WAZZAA)  
for Period Ending 31 Oct 67

HQ, US Army, Pacific, APO San Francisco 96558 19 MAR 1968

TO: Assistant Chief of Staff for Force Development,  
Department of the Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorsements and concurs in the report as indorsed with the following clarifications:

a. Reference item concerning difficulty in locating personnel who have entered the MED-EVAC stream, page 4, paragraph 2c: When a patient is hospitalized, the parent unit is sent a copy of the hospital Admission and Disposition sheet. The time lapse between entrance into the evacuation system and actual hospitalization will rarely exceed three days and in most cases would be only a matter of hours. Upon receipt of the hospital Admission and Disposition sheet, the unit can follow regular referral channels for mail and personnel effects.

b. Reference item concerning the battalion aid station, page 20, paragraph 5: The brigade surgeon, upon approval by the brigade commander, can take the necessary action to consolidate medical facilities under his control when such action will serve best the needs of the command.

c. Reference paragraph 2f, 2d Indorsement. So much of paragraph 2f that states "Due to DA policy on assignment of aircraft to combat support and combat service support units, aircraft are not available for assignment to Engineer Brigades at this time," is not completely correct. The policy is not a "DA policy" but the result of an agreement between USARV and DA at USARV's request to fill higher priority aviation requirements in accordance with USARV's established priorities.

d. During the aviation conference held at USARV by representatives from DA, USARPAC and USARV on 21-31 Jan 68, the aviation requirements for all engineer units in RVN were considered. Aviation assets required to fill those

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GPOP-DT (5 Feb 68) 3d Ind

19 MAR 1968

SUBJECT: Operational Report of HQ, 20th Eng Bde (WAZZAA)  
for Period Ending 31 Oct 67

engineer units approved for fill by USARV are programmed to be filled on or about 4th quarter, FY 69, based on USARV's established priority.

FOR THE COMMANDER IN CHIEF:

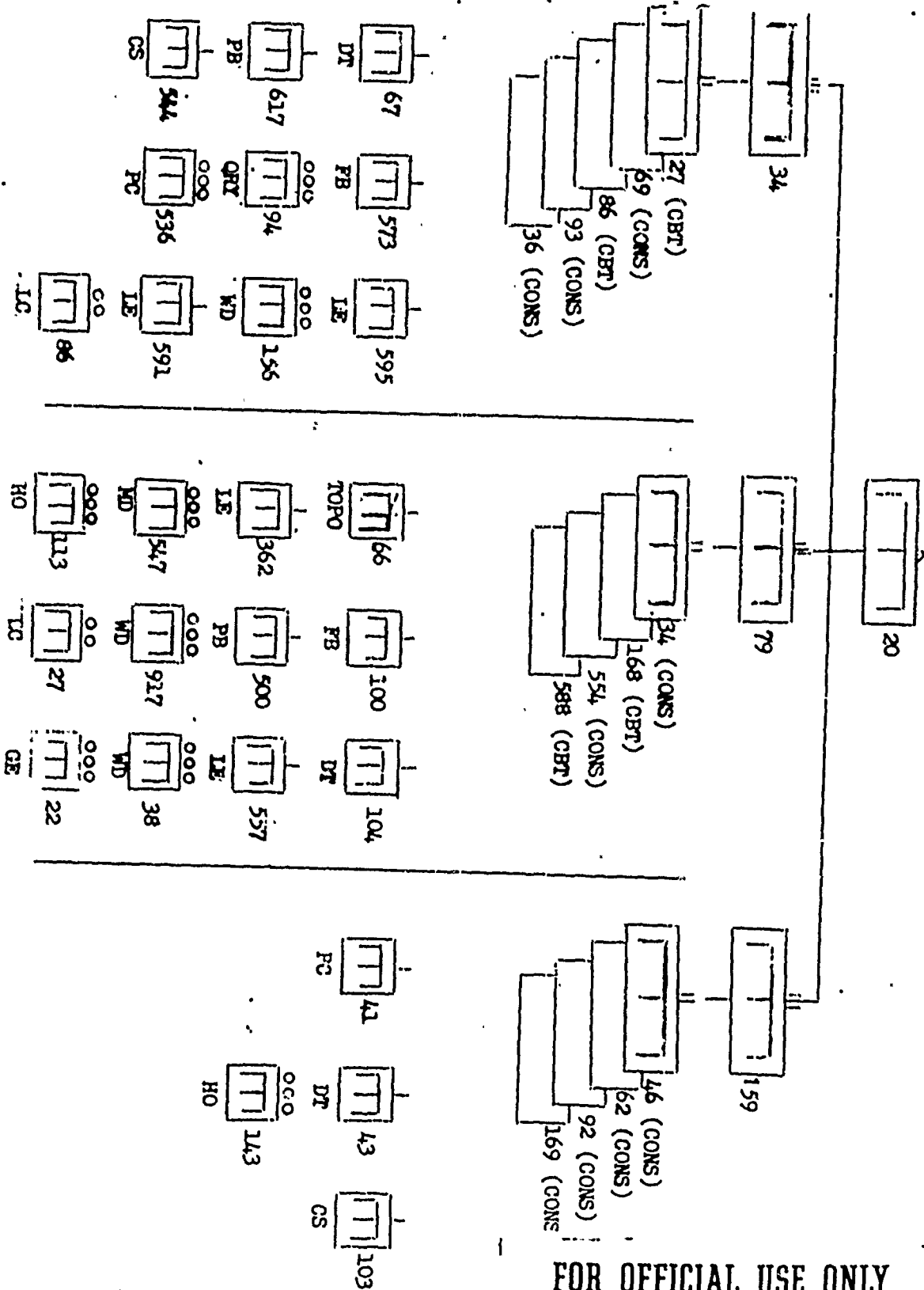


C.L. SHORTT  
CPT, AGC  
AIII AG

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20TH ENGINEER BRIGADE  
ORGANIZATIONAL CHART



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Incl 1



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32

## 20TH ENGINEER BRIGADE UNIT LOCATION'S

WBI-BC

### BA Ria

67th Engineer Company (DT)

100rd Engineer Company (PB)

### Bien Hoa

103rd Engineer Company (CS)

20th Engineer Brigade

104th Engineer Company (DT)

34th Engineer Battalion (Const)

400rd Engineer Company (PB)

### Can Tho

573rd Engineer Company (FB)

69th Engineer Battalion (Const)

617th Engineer Company (PB)

### Ca Chi

554 Engineer Battalion (Const)

### Long Giao

27th Engineer Battalion (C)

### Di An

591st Engineer Company (LE)

168th Engineer Battalion (C)

### Long Thanh

557th Engineer Company (LE)

86th Engineer

### Long Binh

93rd Engineer Battalion (Const)

159th Engineer Group

595th Engineer Company (LE)

79th Engineer Group

### Tay Ninh

46th Engineer Battalion (Const)

588th Engineer Battalion (C)

62nd Engineer Battalion (Const)

362nd Engineer Company (LE)

92nd Engineer Battalion (Const)

### Vung Tau

169th Engineer Battalion (Const)

34th Engineer Group

41st Engineer Company (PC)

36th Engineer Battalion (Const)

43rd Engineer Company (DT)

544th Engineer Company (CS)

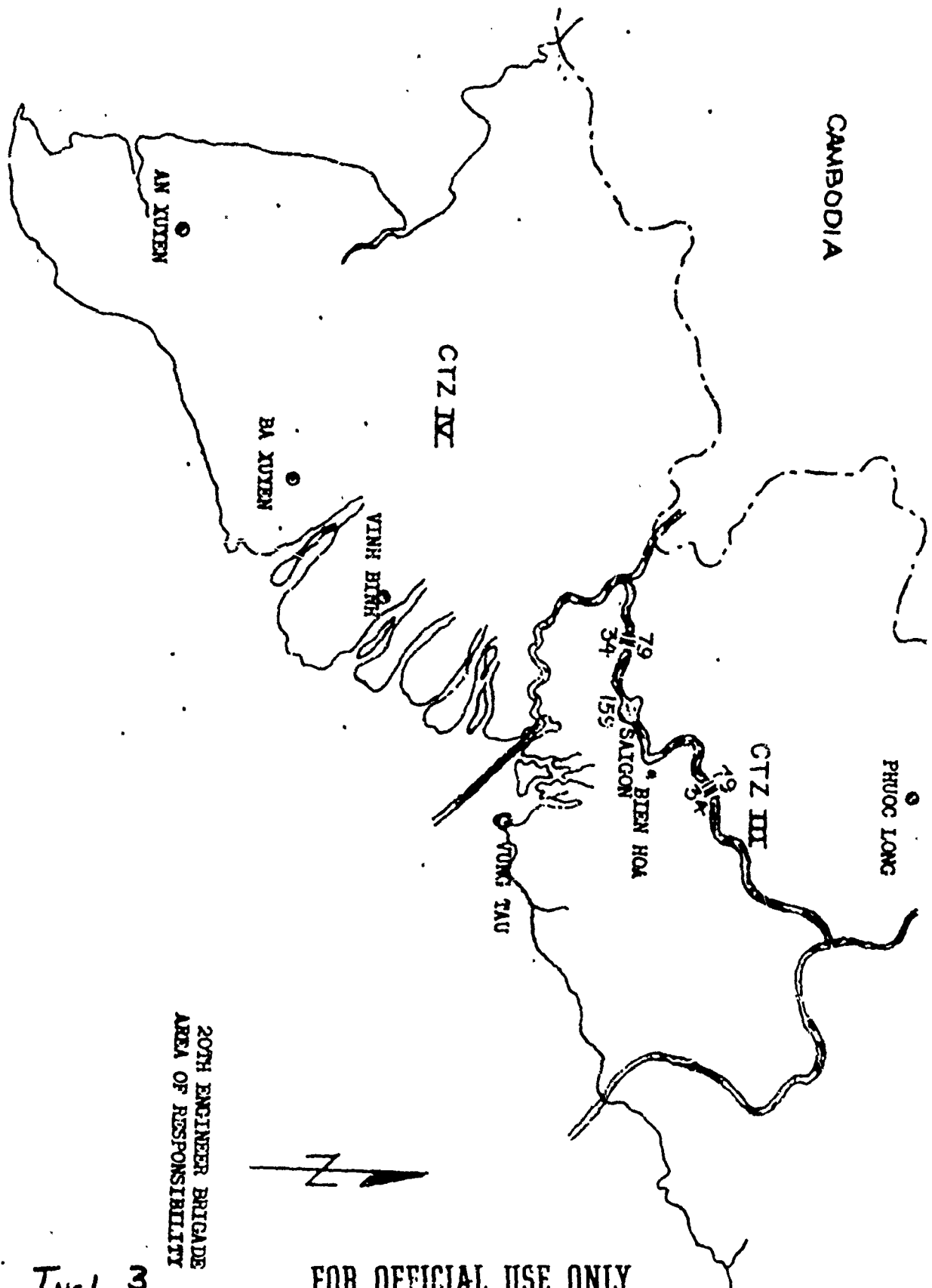
66th Engineer Company (TOPO)

Incl 2

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33

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Incl 3

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31

34

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65) for Quarterly Period Ending 31 Oct 67

BIEN HOA Current Projects-20th Engineer Brigade  
(as of 13 Oct 67)

DIRECTIVE	TITLE	BOD	EDC	% COMPLETE
66-218DC-79	1000 Man Cantonment			21
66-232DC-79	3631 Man Cantonment			87
07-204-04-T-MA	Microwave Relay Building	25/10/67	25/10/67	55
07-212-02-T-MA	Airfield Pavements			2
07-216-01-T-6S	329 Man Cantonment			7
07-220-03-T-MA	Drainage Structures BNH			13
07-221-01-Y-7S	173rd ABN Supply & Mant Fac			35
07-222-01-T-7S	905 Man Cantonment			8
07-223-01-T-7S	Install Well Water Fill Pts	15/11/67	15/11/67	0
07-226-01-T-7S	Exchange Warehouse	30/11/67	30/11/67	0
07-228-01-T-MA	Special Forces Motor Park	30/10/67	30/10/67	15
07-231-03-T-7S	Aviation Support Fac	31/10/67	31/10/67	0
67-38DC-79	Road Construction	16/10/67	26/10/67	78
67-37DC-79	Road Maintenance			46
67-35DC-79	De-Mining Operations	15/11/67	15/11/67	77
67-33DC-79	Bituminous Hardstands	30/11/67	30/11/67	0
67-45DC-79	Honor Smith Compound	15/11/67	15/11/67	0
67-62DC-79	Relocation of 173rd Berm	30/10/67	30/10/67	44
67-49DC-79	173rd Bde Facilities			64
67-56DC-79	Rotory Wing Entry		30/10/67	92
20-003-67	VN Labor OFF & IP CK Point	18/10/67	18/10/67	28
20-005-67	Road Repair Cant Area "A"	10/11/67	10/11/67	10
20-013-67	Concrete Walls			0

CAN THO

10-209-01-T-7S	Cantonment			23
10-211-01-T-6S	2000 KW Power Plant	30/01/68	30/01/68	0
10-212-01-T-7S	Cantonment Soc Trang	30/12/67	30/01/68	0
10-213-01-T-6S	Power Distribution SYM	15/11/67	30/05/68	6
10-215-02-T-7S	Airfield Pavements Vlg	30/03/68	30/03/68	0
34-67-12C-69	Dial Central Bldg Soc Trang			99
34-67-11DC-69	Completion of Contract PJT			66
34-67-28DC-27	Cant. 1st AVN BDE Vinh LNG	10/11/67	10/11/67	5
27-100DC-27	AFCFT Revetments Vinh LNG			70
69-CIS-4	Aircraft Revetments	15/08/67	31/11/67	54
20-014-67	Field Stabilization Test	13/12/67	13/12/67	0

CU CHI

66-92-C-79	COMMO Facility			94
66-176DC-79	400 Bed Surgical Hosp.			99
66-209DC-79	Parking Apron			0
66-252DC-79	17093 Man Cantonment			40
12-201-04-T-6S	COMMO Center			71
12-203-01-T-6S	4500 Man Cantonment DTG AR			42

Incl 4

32

35

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (RCS C3302-65) for Quarterly Period Ending 31 Oct 67

DIRECTIVE	TITLE	BOD	EDC	% COMPLETE
12-209-01-T-6S	Microwave Relay Build			9
12-210-01-T-MA	Open Storage Area			56
12-211-01-T-MA	Install Well Water Fill Pra	31/01/68	31/01/68	0
12-212-01-T-PE	INCS SITE	28/10/67	28/10/67	69
12-213-03-T-5S	Aviation Support LAK	1/12/67	1/12/67	0
12-214-03-T-6S	Aviation Support Fac			3
12-216-03-T-MA	Aviation Suprt Fac Dau Tieng			0
12-220-03-T-6S	Aviation Suprt Fac			0
12-223-02-T-6S	Airfield Paving			73
66-11DC-79	Laterite Pit Cu Chi			46
67-43DC-79	Laterite Pit Dau Tieng			59
"	Perimeter Maint & Guard			59
"	Tay Ninh Dau Tieng MER			26
"	Resupply Convoy			14
VQC0	Laterite Pit Phouc Cong			6
"	AFCRT Revetments			41
67-65DC-79	MER CH 47 Unit			91

Di An

66-206-DC-79	7700 Man Cantonment			71
17-206-01-T-PE	INCS Site	31/10/67	31/10/67	57
66-22DC-79	Rock Crusher Site			71
GP-66-23DC-79	Laterite Pit Di An		1/10/68	41
"	Rev Devel Civic Action	15/09/67		76
67-63DC-79	MER			39

Dong Tam

25-200-01-T-6S	7500 Man Cantonment			31
25-201-05-T-6S	Port Facilities			23
25-202-13-T-6S	50 Bed Surgical Hosp			74
25-203-05-T-6S	Mooring FAC POL Vessels	30/02/68	30/2/68	0
25-204-05-T-DE	Navigation AG Aids DTH			0
25-207-01-T-7S	Install Well Water Fill PLS	30/10/67	15/11/67	0
25-209-01-T-7S	Dial Central Office	20/01/68	30/01/68	0
34-67-35DC-69	Scout Dog Kennels	5/10/68	30/10/67	99
34-67-43DC-69	Amo Storage	10/09/67	30/12/67	17

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR-65) for Quarterly Period Ending 31 Oct 67.

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOD</u>	<u>EDC</u>	<u>% COMPLETE</u>
<b>Lai Khe</b>				
65-28DC-79	Helipoint 48UH-1			64
65-55DC-79	4500 Man Cantonment			78
66-30DC-79	C-130 Airfield Taxiway			12
66-25-80DC-79	Water Walls & Fill Stands	30/11/67	30/11/67	65
66-10DC-79	Rehab of Lai Khe Airfd		15/11/67	65
"	Aircraft Revetments			92
"	C-130 Airstrip			78
<b>Long Binh</b>				
56-47DC-159	6400 Man Cantonment			79
66-89DC-159	6000 MAN Replacement Cen			81
5-62E-67	Laterite Pit #6 OPN			60
87-205-01-T-6S	4500 Man Cantonment			66
43-207-06-T-6S	12th POL Facilities	30/10/67	25/10/67	81
43-210-01-T-6S	Dispensaries & Dental Clinic			0
43-214-02-T-6S	Helipoint	15/11/67	14/02/68	72
43-216-06-T-6S	POL Laboratory	28/10/67	28/10/67	92
43-217-03-T-6S	Aviation Support Fac	10/02/68	10/02/68	42
43-221-01-T-6S	2000 Man Cantonment			54
43-224-13-T-6A	20th Prevent MED Unit			1
43-226-12-T-6S	HONAI Storg Extension	20/05/67		77
43-227-12-T-6S	COLL, Class, salvage YD			0
43-229-01-T-5S	Post Facilities			4
43-233-10-T-6S	Medical Warehouse Storage			95
43-234-11-T-7S	266th S&S Bn Shed Storage			93
43-240-04-T-7S	Cantonment Bldgs			8
43-242-01-T-1A	USARV HQ's Facilities	15/10/67	15/10/67	91
43-243-15-T-1A	Microwave Relay Build	18/10/67	18/10/67	55
43-248-01-T-7S	Parking Hardsstand USARV			51
43-250-02-T-6S	II AFORCEV Helipoint			52
43-251-03-T-6S	Aviation Support Fac II FI			26
43-254-01-T-1A	Erosion Control. USARV HQ	30/10/67	30/10/67	62
43-261-01-T-6S	BOQ II FFORCE V	11/11/67	11/11/67	74
43-276-01-T-6S	Mess Hall & BOQ	30/10/67	30/10/67	69
43-277-01-T-7S	Command Mess Hall	18/11/67	18/11/67	5
43-281-14-T-6S	Admin Bldg 12th DPU			1
159-65	Electrical Wiring 169th Bn			70
159-66	Electrical Wiring 62nd Bn			43
159-39	Asphalt Paving			67
159-40	Quarry Operations			75
159-44	Dust Control			95
159-71	Water Supply Mess Halls	13/12/67	13/12/67	16
159-74	Road Construction	14/04/67		74

31

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (RCS CS:OR-65) for Quarterly  
Period Ending 31 Oct 67.

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BED</u>	<u>EDC</u>	<u>% COMPLETE</u>
159-76	Mess Hall Const	1/08/67		69
159-78	Mess Hall Const	25/10/67	25/10/67	99
159-81	Water Proc, Strg Distrib	25/10/67	25/10/67	97
159-61	Road Const	30/11/67	30/11/67	89
159-84	LDN Post Amphitheater	27/10/67	27/10/67	93
159-80	Water Well Process Storage	16/10/67	16/10/67	99
159-84	Bn Tasks			68
"	Group Tasks			77
159-38	Crusher OPMS			55
"	Bn Tasks			39
"	Group Tasks			71
16-U-66	Laterite Pit 5			34
159-88	Prefab Operations			95
159-90	Prefab Operations			31
159-92	Road Const	13/10/67	30/10/67	86
159-95	Batch Plant	1/07/67		39
"	Operation of Water Pt=			48
159-103	Consolidated M.P.	15/12/67	15/12/67	0
159-104	Prefab Operations			67
159-105	Road Const			0
159-106	Consolidated M.P.		15/11/67	17
159-109	Song Dong NAI Barge Site RD	15/12/67	15/12/67	40
159-116	Long Binh Heliport			40
159-118	LDN Road Maint/Dust Control			39
159-119	LDN Road Maint/Dust Control			40
159-120	LDN Road Maint/Dust Control			5
159-121	Electrical Wiring LDN			20
159-124	WER For Incoming Units			78
159-128	Lightweight Penetrating Dist			5
159-129	Constr of ASD Security Fence			0
159-138	Precast Bridge Beams			35
159-139	Temp shower BOQ Area	17/09/67	17/09/67	41
159-143	Carpentry Shop			76
69-66	General Officer Quarters	15/10/67	15/10/67	93
159-145	Maint Bldg Const	30/11/67	30/11/67	50
159-147	WER For 34th Base Post Office	15/09/67	21/10/67	76
159-149	Maint Bldg Const			0
159-152	Minor Repair of ASPT RDS			37
159-156	USARV Band Bldg	30/09/67		92
159-158	WER For 48th Trans Gp			29
159-159	WER For 524th MI DET	19/09/67		97
159-160	ME FAB Bunkers BOQ Area	30/09/67		89
159-163	159th Engr Gp Chapel	31/10/67	31/10/67	57
159-168	500 Man Mess	19/10/67	19/10/67	83
20-008-67	Alternate TOC HC's II FF	30/10/67	30/10/67	0
67-64DC-79	BOQ Addition	20/10/67	20/10/67	49
67-66DC-79	TOPO Binding Sheds	15/10/67	15/10/67	40
159-16-S	Landscaping & seeding	10/10/67	15/11/67	63
159-170	Mess Hall II FFV	31/10/67	31/10/67	0
159-171	Mess Hall 48 trans Gp			0

35

AVBI-DC

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR) for Quarterly Period Ending 31 Oct 67.

DIRECTIVE	TITLE	BOD	EDC	% COMPLETE
159-172	Dog Kennels	30/10/67	15/11/67	35
159-174	Maint Fac	15/10/67	15/10/67	74
159-177	Two-Lane Rd			1
159-180	Dog Kennels	15/12/67	15/12/67	0
43-222-01-T-6S	GOO	18/10/67	18/10/67	98
43-262-01-T-6S	Chapel	20/11/67		7

Long Thanh

46-203-01-T-6A	15000 Man Cantonment			23
46-204-01-T-6S	15000 Man Cantonment			67
46-206-02-T-6S	Airfield Paving	17/09/67		85
46-207-03-T-6S	Aviation Support Fac Bear Cat			57
46-208-03-T-6S	Aviation Support Fac Bear Cat			8
46-209-01-T-6M	2162 Man Cantonment			43
46-210-01-T-7S	Wall Water Processing Fac	30/12/67	30/12/67	60
46-211-01-T-7S	1045 Man Cantonment			13.
34-67-27DC-86	46-203/204-01-T-6S Horiconst	26/10/68	26/10/68	39.
"	Bn Task			38
"	Laterite Pit			23
46-206-02-T-6S	Airfield Paving 93rd Bn.	15/12/67		5
34-67-52CS-86	Airfield Fac	10/12/67	10/12/67	54

Phu Loi

85-58DC-79	8100 Man Cantonment			69
66-95DC-79	Maint Ranger	1/06/68	1/06/68	51
66-98DC-79	Motor Repair Shops Avn Spt	1/12/67	1/12/67	0
66-99DC-79	Flight Fac	31/12/67	31/12/67	0
66-100DC-79	Flight-Line Admin Bldg			0
51-202-02-T-6A	Airfield Rehabilitation	1/04/67	15/12/67	81
51-203-01-T-MA	Install Water Well Fill Pts			66
51-204-04-T-6S	Microwave Relay Bldg	15/01/67	15/01/67	0
51-205-01-T-MA	Install Well Water Fill Pts			44.
51-209-04-T-PE	INCS Site	30/10/67	30/10/67	56
51-210-02-T-7S	Airfield Paving			0
51-211-03-T-7S	Aviation Spt Fac			0
51-214-10-T-6S	Supply Storage Facility	15/01/68	15/01/68	0
66-18DC-79	Laterite Pit			40
"	Re-Supply Convoy			58
"	Perimeter Maint.			70
67-71DC-79	Radar Antenna Tower	15/11/67	15/11/67	0
"	Catch Plant			12

51

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (ACS CSFOR) for Quarterly Period Ending 31 Oct 67.

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOD</u>	<u>EDC</u>	<u>% COMPLETE</u>
<b>Phoug Vinh</b>				
65-54DC-79	4110 Man Cantonment			57
66-256-C-79	Water Well Fill Stands			57
53-200-03-T-6S	Aviation Support Fac			21
GP-66-13DC-79	Laterite Pit Phouc Vinh			31
<b>Saigon</b>				
66-69DC-159	65000 BL POL Farm			46
73-205-01-T-6S	1272 Man Cantonment Cat Lai			46
<b>Tay Ninh</b>				
66-171DC-79	4002 Man Cantonment			46
66-212DC-79	JUST Hospital			42
75-205-03-T-6S	Aviation Support Fac			0
75-206-02-T-5S	Aircraft Parking Fac	15/10/67		94
75-207-4-T-PE	IWCS			28
66-16DC-79	Rock Quarry Crusher Site			70
66-42DC-79	Laterite Pit Tay Ninh			78
"	Perimeter Maint & Guard			52
"	ASP Upgrading Drainage	14/06/67		38
"	Upgrade Interior DEF Posit	14/06/67		34
"	Aircraft Revetments			92
"	NER For Incoming Units			42
67-53DC-79	Perimeter Lighting			92
<b>Vung Tau</b>				
65-18DC-159	Aircraft Parking Aprons		30/11/67	88
66-197DC-159	Port Fac Delong		31/12/67	64
87-201-01-T-6S	15 TBN 83rd Field Artic Cent		30/12/67	98
87-202-04-T-6A	Commo Center	10/10/67	10/10/67	80
87-204-01-T-6S	4100 Man Cantonment			4
87-206-05-T-5R	LST and LCU Ramps	15/1/68	15/2/68	1
87-207-04-T-6S	ABRT Radio Station		30/10/67	83
87-208-08-T-5S	Ammo Storage Area		31/10/67	79
87-210-04-T-6S	Microwave Relay Bldg		10/11/67	91
87-212-01-T-NO	Regional Indoc Center			1
87-215-01-T-7S	905 Man Cantonment			65
87-217-06-T-5S	Phase II Vung Tau POL	31/12/67	31/12/67	1
34-67-10-C-69	Quarry Operations			64
"	Emergency Airfield & Repair	16-07/67		68
34-67-23DC-69	Haul Road Maint			18
34-67-42DC-69	Site Preparation	30/08/67		34
34-67-47-C-69	Bulk P L Strg	17/09/67		81



40

AVBI-BC

SUBJECT: Operational Report-Lessons Learned (RCS CSFOR) for Quarterly  
Period Ending 31 Oct 67

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOB</u>	<u>EDC</u>	<u>% COMPLETE</u>
PO-052-01-67	Area Excavation	28/10/67	28/10/67	25
20-007-67	Amnd Dry Dock Cat Lo	15/11/67	15/11/67	2
Xuan Loc				
66-179DC-79	5736 Man Cantonment			41
66-241C-79	Water Well Mill Stands	30/12/67	30/12/67	39
66-246DC-79	40 Man Cantonment	30/10/67	30/10/67	92
89-200-13-T-6S	Blackhorse Hosp	30/12/67	30/12/67	94
89-202-01-T-7S	Well Water Mill Pts	30/11/67	30/11/67	59
89-202-01-T-7S				36
89-203-04-T-7S	Microwave Relay Start Blackhorse			0
OP-66-15C-79	Laterite Pit Blackhorse			67
67-2CS-27	Airfield Rehabilitation	30/10/67	30/10/67	73
"	1st Log Cmd Fac	30/3/68	30/3/68	15
34-67-6-C-27	Rock Quarry Crusher Site	1/10/67	1/4/68	24
34-67-7-CS-27	Runway Rehabilitation Ham Tam	15/11/67	15/11/67	83
34-67-51DC-27	Kennel Blackhorse	10/10/67	18/10/67	97
"	Hess Hall CHUA CHAN			0

#### LINE OF COMMUNICATION

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOB</u>	<u>EDC</u>	<u>% COMPLETE</u>
34-67-16DC-79	Road Repair VTU	31/11/67	30/11/67	0
34-67-24DC-93	Road Maint. LTH North			36
34-67-4-CS-69	Eiffel Trusses Cat Lo	15/12/67	15/12/67	93
87-213-15-T-4A	Bridge & Causeway Const (VTU-BRA)			7
		30/12/68	30/12/68	
43-228-15-T-MA	DBST Highway 317 LBN	31/10/67	30/11/67	60
43-267-15-T-MA	Bear Cat - LBN HSR Restoration			7
		21/06/68	21/08/68	
34-67-39-1C-27	LOC Maint XUAN LOC	30/08/67		49
"	OPOAD Cau Kuong CHOI	15/12/67	15/12/67	59
"	LOC Maint Tay Ninh	20/2/67		53
"	HSR Upgrading			28
"	LOC Maint Rt-13			31
"	Highway Maint Rt-1			71
"	Route Upgrading Long An Prov			3

AVBI-BC

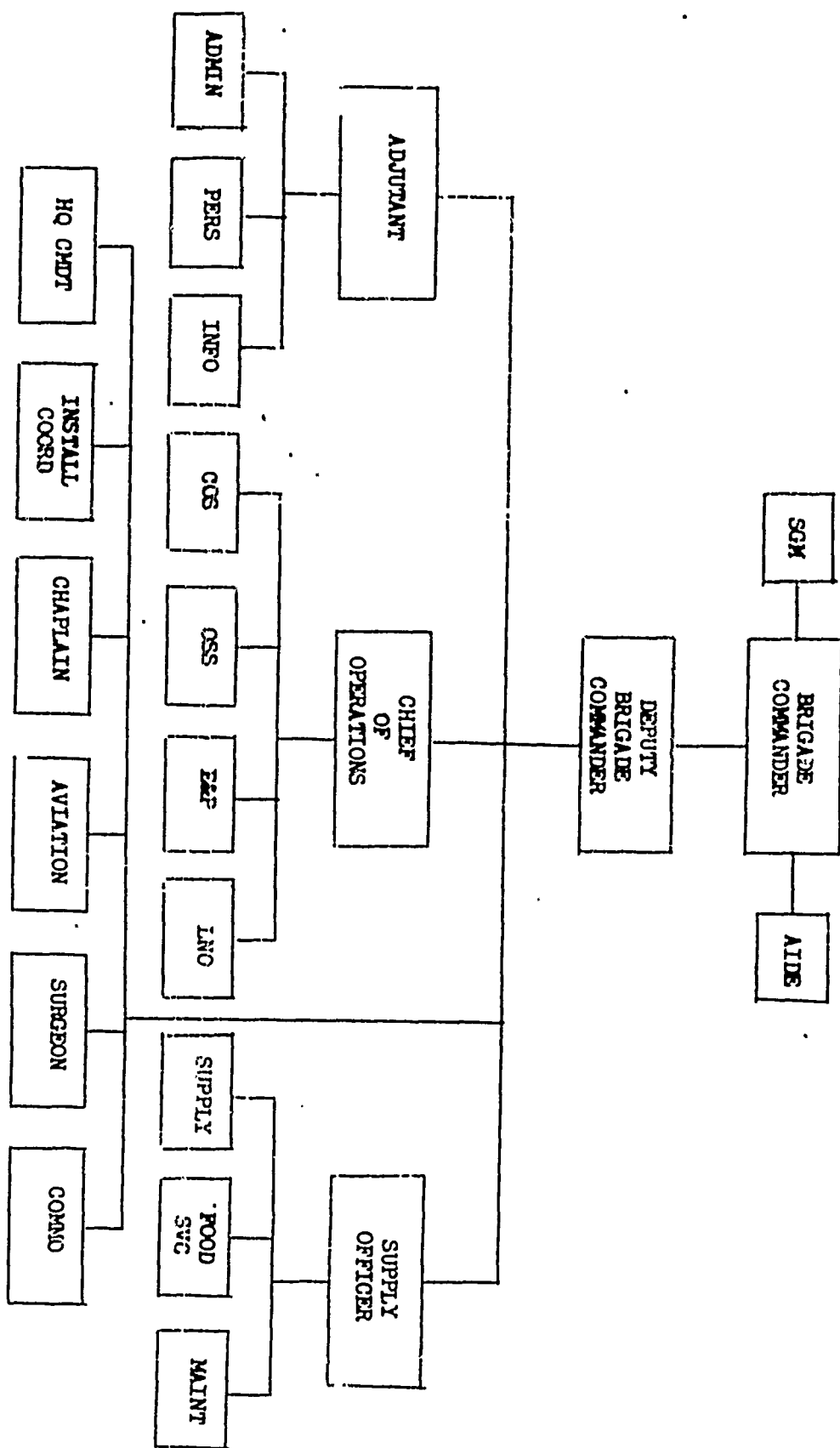
SUBJECT: Operational Report-Lessons Learned (RCS CSFOR) for Quarterly Period Ending 31 Oct 67.

<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOD</u>	<u>EDC</u>	<u>% COMPLETE</u>
159-140	LOC Upgrading OL-1 LBN to ANL			0
159-151	Road Joint Tam Niep Rt-15			31
159-142	Extension of DINH By-Pass		25/12/67	68
"	Rt-22 Joint 60 DAV HA-TAM Ninh			13
"	Road Repair Rt-1			28
"	OP Long Haul LTH	15/06/68	15/06/68	30
159-157	Cat Lai Bridges		31/01/68	0
"	Up grading Rt LTL-4 Tay-Fu PRT			33

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<u>DIRECTIVE</u>	<u>TITLE</u>	<u>BOD</u>	<u>EDC</u>	<u>% COMPLETE</u>
99-201-01-T-MA	ARVN Housing 34th Engr Gp			31
99-201-01-T-MA	ARVN Housing 168th Engr Bn			1
"	Rehab Arty Pads Ben Luc	30/11/67	30/11/67	47
90-202-01-T-MA	ARVN Dependent Housing 34th Engr Gp			7
"	AKRON II			72
99-202-01-T-MA	ARVN Dep Housing 554th Bn			6

43



Incl 5

40

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41

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